




Developing City Department Leadership 360° Assessment



Report to the City of Minneapolis Executive Committee
February 2012

▶ 10 leadership competencies

- ▶ Leadership & organizational development
- ▶ Honoring & respecting diversity
- ▶ Building talent
- ▶ Leading the team
- ▶ Managing performance & business results
- ▶ Customer & partner focus
- ▶ Strategic & business planning
- ▶ Information analysis & financial management
- ▶ Ethics & integrity
- ▶ Innovation



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- ▶ Conducted 360° survey in summer 2011
 - ▶ 14 department heads assessed
 - ▶ Total raters: 422 (page 1)
 - ▶ External stakeholders – 208 (business, labor, non-profits, residents)
 - ▶ Direct reports – 133
 - ▶ Department head peers – 66
 - ▶ Self – 14

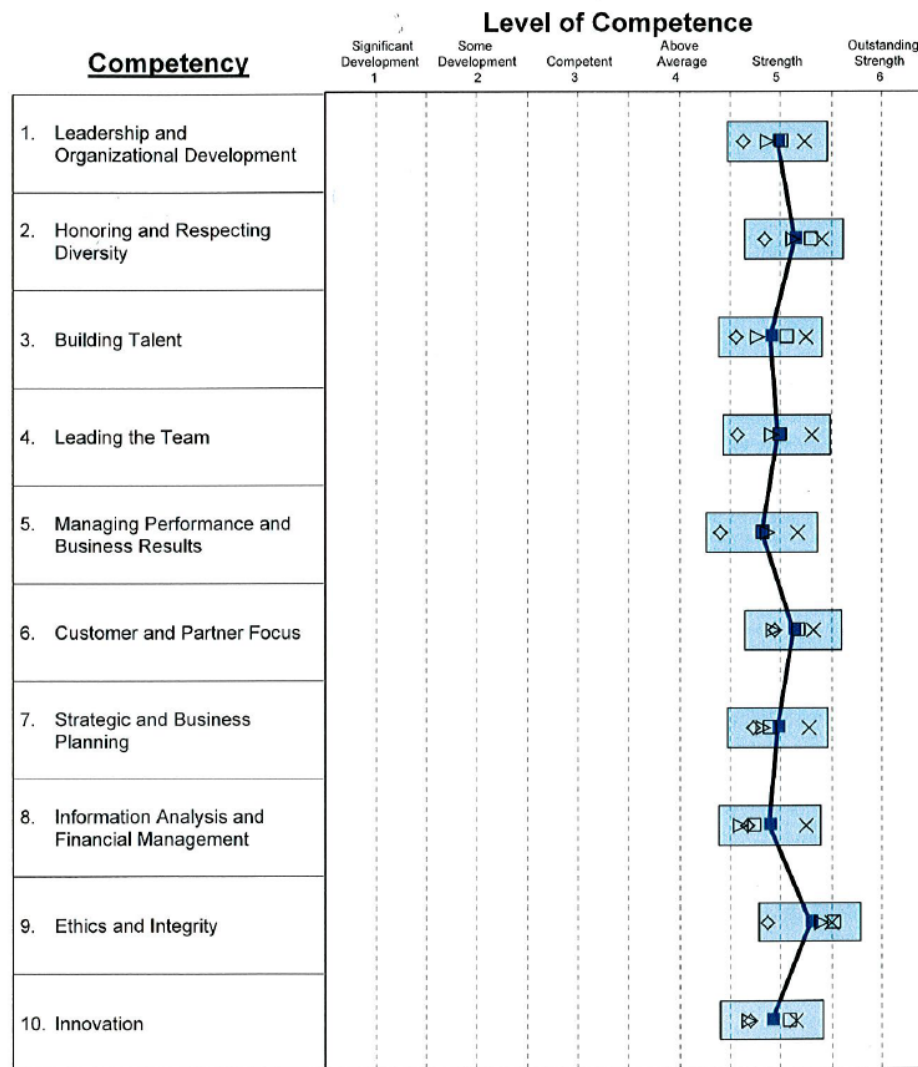


1. Competency Profile

Name: **Group Report**

Organization: **City of Minneapolis**

Key: The bars represent the middle 33% of ratings across all raters and all people being rated within the norm group. (N=421)
 ■ Line represents the average competency rating across all raters. (N=422)
 □ Self (N=14) ▷ Peers (N=66) ◇ Direct Reports (N=133) X External Stakeholders (N=208)



▶ Areas of strength (page 10)

- ▶ **Ethics & integrity** / demonstrates honest and ethical behavior in all interactions; always tells the truth; courageously stands up for own beliefs
- ▶ **Honoring & respecting diversity** / shows respect for all groups including groups defined by race, ethnicity, gender & age; shows zero tolerance for insensitivity, disrespect or discrimination
- ▶ **Customer & partner focus** / builds alliances with key decisionmakers, private and/or non-profit organizations to take full advantage of available resources; works across departments

▶ Potential areas for development (page 11)

- ▶ **Managing performance & business results** / holds staff accountable and addresses problem performers without delay; delegates effectively, clarifying roles, accountabilities and organizational structures
- ▶ **Information analysis & financial management** / gets rid of obsolete systems and ineffective processes; assures that key information systems are properly maintained to add value to the organization
- ▶ **Building talent** / provides straightforward, actionable feedback that enables staff to improve; sees mistakes as opportunities for learning something new

